

**Girls Intensive Education and Treatment Facility  
Working on Womanhood (WOW)**

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### 1. Introduction

#### Evaluation Purpose

The purpose of this evaluation is to describe the program, its mission, its activities, its stakeholders, how the program performs, how it is funded, to explore and analyze program implementation (focusing on program outcomes), to evaluate the impact the program has on the community it serves and to explore the viability of the program as a community resource. This evaluation seeks to provide any relevant feedback to stakeholders on how to improve program outcomes. At the end of this evaluation I'd like to have a good working knowledge of the W.O.W. Program and a greater understanding how it can be utilized within the community.

#### Stakeholders

- The stakeholders are the community the program serves, the actual population it serves, and the employees of the program.
- The stakeholders were in mind when considering how to focus the evaluation plan. Specifically, how the evaluation could best serve the stakeholders was considered.
- The stakeholders who will play a specific role in the implementation of the evaluation plan will be contacted individually to garner participation in collecting data.

**Table 1. Stakeholder Assessment and Engagement Plan**

Stakeholder Name	Interest or Perspective	Role in the Evaluation	How and When to Engage
Jackey Tippey, Ph.D, LPC	Director of W.O.W.	Provide information on mission, funding, outcomes, history, clients, implementation, & facilitation of engaging other stakeholders	<b>Phone contact, email, &amp; face to face contact when available throughout every stage of the evaluation</b>
Jennifer Patterson, LCSW, PIP	Clinical Director	Provide information on treatment planning, theoretical approaches, clinical outcomes, clinical population, discharge, & turnover rates.	<b>Phone contact, email, &amp; face to face when available throughout every stage of the evaluation.</b>

### 2. Description of What is Being Evaluated

The Working on Womanhood or W.O.W program is a joint project between the Alabama Department of Youth Services and the Youth Services Institute of the University of Alabama's School of Social Work. According to the February 7, 2011 issue of Dialog, the University of Alabama's faculty/staff newsletter, The Alabama Department of Youth Services (DYS) found that traditional methods of treatment weren't sufficiently meeting the needs of their female clients. DYS found that traditional methods of intervening with juvenile delinquents were not yielding

## Working On Womanhood: A Wholistic Treatment Approach For Troubled Adolescent Girls

successful results with the female population. DYS sought consultation with the University of Alabama's School of Social Work's Youth Service's Institute (YSI) and the Working on Womanhood (W.O.W.) program was the result. The W.O.W. Program has been in existence for three years. The program has just completed it's full year of data collection to assess it's viability. The program is in the process of evaluating that data so a summary of it's findings was not possible.

### Need

- The W.O.W. Program is a fairly new program for the community. It is important to evaluate if the program is meeting the needs of the population it is designed to treat. It is vitally important for treatment programs to have oversight and accountability an evaluation can assist in achieving this.

### Context

- The W.O.W. Program is contract funded and cost of an in depth evaluation might prove to be a barrier. The W.O.W. Program's staff are quite busy so there might be some barriers in being able to meet face to face for stakeholder interviews. The W.O.W. Program clients are often reticent to participate in the program so being able to engage them in completing surveys might be a barrier.

### Target Population

- This evaluation is designed to evaluate the program as a whole. The W.O.W. program targets adolescent girls ages 13 to 18 who have been resistant to traditional treatment methods. The program targets adolescent girls who have a history of juvenile delinquency, emotional problems, and abuse/neglect histories.

### Stage of Development

- The W.O.W. Program is 3 years old.
- The W.O.W. Program is in the implementation stage. The program has suffered some staff turnover since its inception which has created some issues. The program is still building.

### Resources/Inputs

- The W.O.W. Program offers clinical staff, the program director, & any other needed staff to complete the evaluation. The program offers space to conduct focus groups. The program offers space to review any relevant records needed to complete the evaluation. The program does not offer direct client access due to HIPPA however has agreed to allow program surveys to be administered by staff to clients at discharge.

### Activities

- The evaluator has interviewed the clinical director and the program director of the W.O.W. program via email to compile initial data. The evaluator plans to conduct focus groups with members of the W.O.W. programs target population. The evaluator plans to spend time reviewing financial records, previous evaluations, clinical data/outcomes, and employment data. The evaluator plans to provide surveys to be used for discharge and compile this data. The evaluator plans to visit the program and observe the activities that are allowed.

### Outputs

- The evaluation will provide written and verbal communication products for the program stakeholders. The evaluation will yield tangible data for the program to view and assess. Specifically, survey data, focus group data, and an evaluation plan. The evaluation will yield

data to assist in growing and improving the clinical program, the educational program, and possibly assist in increasing funding. The evaluation will yield data that can be used to inform and educate the community on the resource and possible increase referrals.

### Outcomes

- The W.O.W. program seeks to provide a safe, secure environment for troubled adolescent girls to explore, grow, and mature. The W.O.W. program seeks to improve the emotional health of it's clients, improve the educational outcomes for it's clients, and improve the career development of it's clients. The program seeks to release clients who are able to lead full lives; who become active, employable, and positive contributors to society. The program seeks to encourage positive outcomes emotionally, socially, and educationally in it's clients. The program seeks to keep it's clients out of the juvenile justice system.
- The evaluator hopes to improve the program outcomes overall. The evaluator seeks to improve the turnover rates of the program so clients who are served are not repeat offenders and do not return to the program. The evaluator seeks to increase the number of clients who graduate from high school or earn G.E.D's. The evaluator seeks to increase the number of clients who become employed and sustain employment. The evaluator seeks to ensure that funding of the program is sustained and utilized in the best interests of the client population.
- The program will implement treatment programs and/or clinical programs as they usually would during the evaluation phase. The program will continue to operate as it normally would. Specifically, the program would receive referrals, these referrals would be screened and if accepted participate in an intake session (where assessments are administered), a treatment plan will be developed and implemented, and the client will receive a wholistic approach designed to improve overall emotional health. The client will receive individual, group, & family therapy, psychoeducational groups, mentoring, case management, discharge planning, family visitation, and transitional services. The clients will participate in educational and recreational services. The following is an example of a daily schedule:

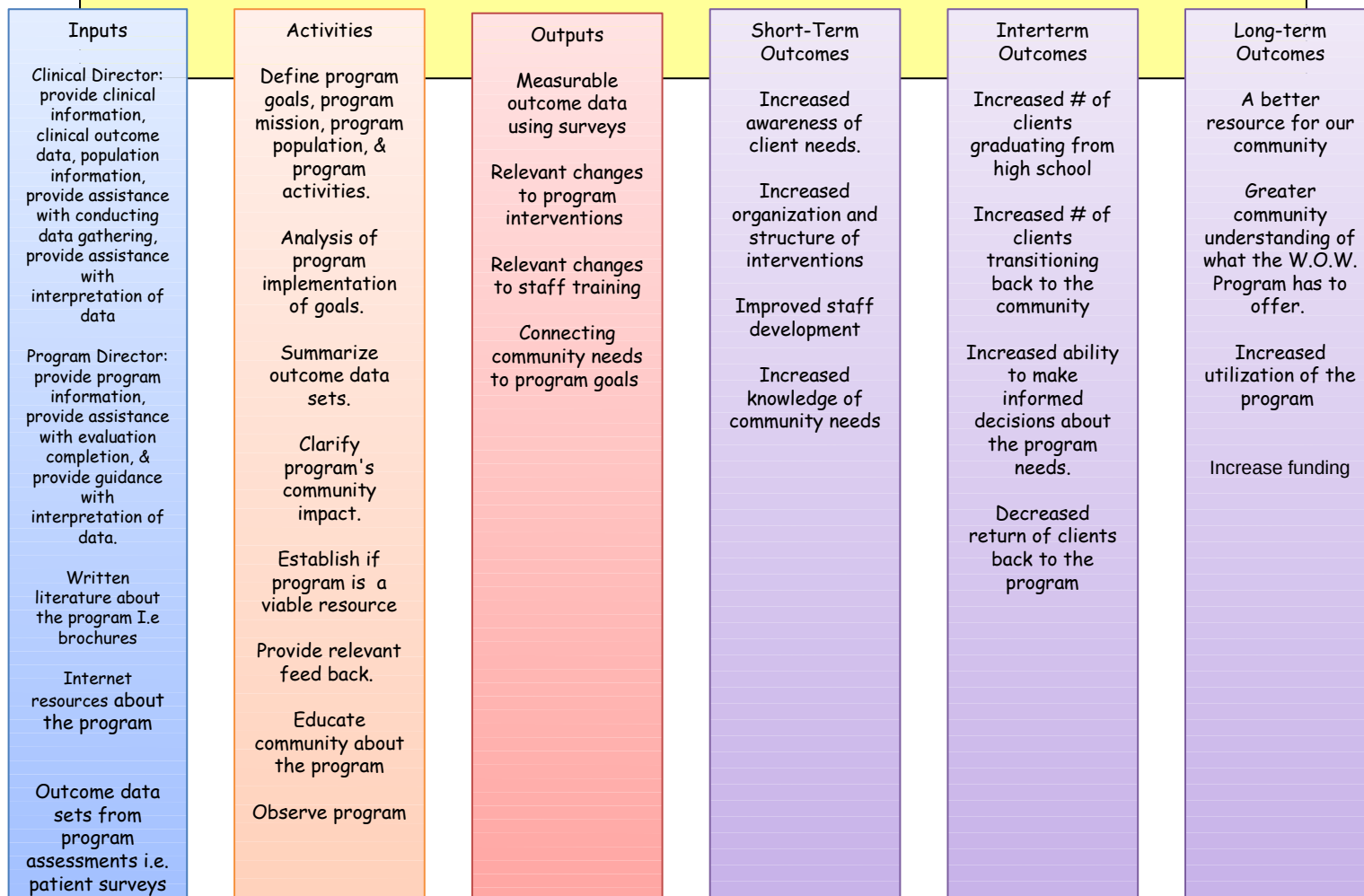
#### **7:00 am - Wake & Prep (CLEAN UP BEFORE LEAVING THE POD IN THE MORNING)**

**7:15 am - Breakfast**  
**7:45 am - Restroom & Meds**  
**8:00 am - Community meeting**  
**8:15 am - School**  
**9:55 am - Break**  
**10:05 am - Assigned class work**  
**11:30 am - P.E.**  
**12:30 pm - Lunch**  
**1 pm - Assigned class work**  
**3:15 pm - Transition to the pod/Break**  
**4:00 pm - Group (Therapist)**  
**5:30 pm - Dinner**  
**5:45 pm - Medical rounds begin**  
**6:00 pm - Phone calls**  
**6:30 pm - Structured free time/activities**  
**7:30 pm - Showers/Quiet time**  
**8:30 pm - Structured Free time (scheduled TV show/DVD, journaling, games, reading)**  
**9:00 pm - Bed**

Logic Model Template

## Working on Womanhood (W.O.W.)

*Project Goal:* The W.O.W. Program is designed to provide "outcome driven intervention," based upon the Wheel of Wellness Model, to adolescent females ages 13-18 with a history of juvenile delinquency & emotional difficulties. This evaluation seeks to describe the W.O.W. Program in detail, explore & analyze program implementation, and evaluate it's impact on the community. At the end of this evaluation we will have an improved understanding of the W.O.W. Program as a viable resource.



### **3. Evaluation Design**

#### **Evaluation Questions**

The evaluation seeks to answer the following overall questions:

1. What is the W.O.W. Program?
2. How is the W.O.W. Program funded? How are these funds used to meet the needs of the clients?
3. What are the clinical goals of the W.O.W.? How are these goals implemented?
4. What is the community response to the program?

#### **Stakeholder Needs**

- The data from the evaluation will be used by all the stakeholders however the program director will decide who will have access to the information, what information is communicated, and how it will be communicated. Specifically, the program director will determine the use of the evaluation findings.
- The program needs to learn what they are doing well and what needs improving. The program needs to clarify the community needs and the needs of the client.
- The findings will be used to improve the program. The findings will be used to educate, inform, and direct the growth of the program and the community it serves. The findings will be used to increase funding. The findings will be used to clarify client needs & community needs.
- The stakeholders view empirical data as credible.

#### **Evaluation Design**

- This evaluation will employ a mixed methods approach. The evaluation will employ qualitative and quantitative methods. This evaluation will use interviews, focus groups, and surveys to gather data.
- The use of a mixed methods approach provides the evaluator a richer more comprehensive body of information from the stakeholders. Additionally, a mixed methods approach provides a means to approach the data subjectively and objectively.

#### 4. Data Collection

##### Data Collection Methods

- This evaluation will collect new data and secondary sources will be used as well.
- The evaluator will utilize interviews, surveys, and a review of secondary sources to compile data.
- No a traditional sample will not be used. The evaluator will interview the clinical director and the program director. The evaluator will conduct two focus groups with members of the target population that the W.O.W. Program seeks to serve. The evaluator will assess patient satisfaction through surveying clients who are discharging.
- The evaluator will utilize qualitative methods for the interviews and SPSS for the survey data.
- How will the quality and utility of existing data be determined? The evaluator will rely on the rules of SPSS and qualitative methods to determine what data is useful for the evaluation. For example, if SPSS determines a survey is missing data or cannot be processed with the other surveys it will be thrown out.
- From whom or from what will data be collected (source of data)? The data will be collected from the clinical director, the program director, clients that are discharging during the duration of the evaluation, and a group of adolescent girls who meet the criteria for the program but are not enrolled.
- All the data collected will be kept in a locked filing system. Clients who complete the surveys at discharge will not put names on them. Those who participate in the focus groups will not have to use their names.

##### Data Collection Method – Evaluation Question Link

- The questions the evaluation seeks to answer must be answered using a mixed methods approach to gather a rich data set.

**Table 2: Evaluation Questions and Associated Data Collection Methods**

Evaluation Question	Data Collection Method	Source of Data
1. What is the W.O.W. Program?	Interviews, review of secondary resources	Program Director, internet, brochures, & program records
2. How is the W.O.W. Program funded? How are these funds used to meet the needs of the clients?	Interviews, review of secondary resources	Program director, internet, brochures, financial records, and public documents
3. What are the clinical goals of the W.O.W. Program?	Interviews, review of secondary sources	Clinical Director
4. What is the community response to the program?	Interviews, focus groups, surveys, review of secondary sources	Clinical Director, Program Director, discharging clients, & potential clients.

## 5. Data Analysis and Interpretation

### Indicators and Standards

- The clients are discharging, the clients are meeting treatment goals, the clients are earning high school diplomas & G.E.D's, and the clients are becoming employed and sustaining those jobs. The staff is remaining with the program. The program continues to receive funding.
- The definition of success for this evaluation is the direct relationship between program goals & mission and the program outcome data.

**Table 3. Indicators and Success**

Evaluation Question	Criteria or Indicator	Standards (What Constitutes "Success"?)
1. What is the W.O.W. Program?	Information is gathered	Gaining information from the sources; gaining an understanding about the program
2. How is the W.O.W. Program funded? How are these funds used to meet client needs?	Information is gathered	The information gathered from sources mirrors the outcomes I.e program director reports \$5,000 is allotted towards client diplomas & the financial report actually shows this.
3. What are the clinical goals of the W.O.W. Program? How are these goals implemented?	Information is gathered. Observations are made of the treatment.	Ct.'s are meeting treatment goals. Ct.'s are graduating. Ct.'s are discharging. Ct.'s do not return to juvenile system.
4. What is the community response to the program?	Information is gathered. Observations are made.	The community response is positive. The program gains funding. The program is able to sustain staff.

### Analysis

- Descriptive statistics and inferential statistics will be used.

### Interpretation

- The evaluator will involve the program director in drawing, interpreting, and justifying conclusions.
- The evaluator will involve the program director in planning, gathering, and interpreting the data. The evaluator will extend an invitation and hope the program director has time to participate.

## 6. Communication and Reporting

### Use

- The evaluation plan findings will be compiled and communicated to stakeholders in a formal setting. The evaluator will use this forum to communicate findings, offer feedback, and guide how data might be used.
- The findings will be used to improve the program, inform the community, and seek further funding.
- The program director will be responsible for making sure the program recommendations are implemented.

### Communication

- The evaluator will communicate with the program director and whoever she deems necessary to sit in on meetings on findings. The evaluator will make recommendations on who would benefit from attendance but ultimately due to HIPPA constraints it will be up to the program director to determine this.
- The evaluator will use email, phone contact, presentations, written reports, and social media to communicate with stakeholders.
- The stakeholders are already using these forms of communication. Also, it's important to be flexible in means of communicating with the stakeholders to accommodate the program constraints.

## 7. Evaluation Management

### Evaluation Team

- The evaluator, the staff that will administer the survey to discharging clients, and other personnel (as needed) to assist with gathering & running data.

**Table 4. Roles and Responsibilities of the Evaluation Team Members**

Individual	Title or Role	Responsibilities
Takesha Shannon	Evaluator	Conduct evaluation, gather data, interpret data, & disseminate data
Staff-Lisa Smith	Staff	Assist with survey, assist with focus group
Staff-Greg Burns	Staff	Assist with running data

### Data Collection Management

**Table 5. Data Collection Plan**

Evaluation Questions	Data Collection Method	Activities Needed	Person(s) Responsible	Due Date
1. What is the W.O.W. Program?	Interviews, review of secondary sources	Interviews, reviewing secondary sources	Takesha Shannon	08/01/15
2. How is the W.O.W. Program funded? How is the money used to meet client needs?	Interviews, review of secondary sources	Interviews, reviewing secondary sources	Takesha Shannon	04/01/15
3. What are the clinical program goals? How are these goals implemented?	Interviews	Interviews, reviewing secondary resources	Takesha Shannon	01/01/15
4. What is the community response?	Surveys, focus Group	Conduct focus group and administer surveys	Takesha Shannon and Lisa Smith & Greg Burns	09/01/15

### Data Analysis Management

**Table 6. Data Analysis Plan**

Analysis to Be Performed	Data to Be Analyzed	Person(s) Responsible	Due Date
SPSS	Surveys	Takesha & Staff	January 2016
Qualitative methods	Interviews, Focus Groups	Takesha Shannon	January 2016

### Communicating and Reporting Management

- The stakeholders and the community are the target audience.
- The provide relevant information to improve the program, provide feedback, and provide community awareness.
- Communication can be done via community meetings, focus groups, written products, and information sessions.
- Communicating with target audience would take place at different times throughout the process.

**Table 7. Communication and Reporting Plan**

Audience 1: <i>{insert name of audience}</i>				
Applicable? Yes/No	Purpose of Communication	Possible Formats	Timing/Dates	Notes
Stakeholders	Include in decision making about evaluation design/activities	Informal meetings, email	Planning and implementation stage	N/a
Stakeholders	Inform about specific upcoming evaluation activities	Informal meetings, email, and text messages	Implementation Stage	
Stakeholders	Keep informed about progress of the evaluation	Emails	Throughout the evaluation at different intervals	
Stakeholders	Present initial/interim findings	Formal presentation	Beginning of Final stage	
Stakeholders & Community	Present complete/final findings	Community meetings, written reports	Final Stage	
Community	Document the evaluation and its findings	Written Reports	End of evaluation	

Adapted from Russ-Eft and Preskill, 2001, pp. 354–357.

### Timeline

- The first 3 months will be the planning stage.
- No pilot testing will be done.
- The next 4-8 months of the evaluation will be the data gathering stage and the next 8-9 months will be the interpreting stage.
- The 12 month mark will be the reporting stage.
- None I can foresee.

### Evaluation Budget

- The potential cost would be between \$1000 & \$5000.
- The funding would come from donations. The program is grant funded so possibly the grant could fund the evaluation. There is a potential for volunteers (students).

#### REFERENCES

- Hattie, J.A., Myers, J.E., Sweeney, T.J. (2004). A factor structure of wellness: Theory, assessment, analysis and practice. *Journal of Counseling and Development* 82, 354-364.
- Myers, J. E., Sweeney, T. J., & Witmer, J. M. (2000). The Wheel of Wellness counseling for wellness: A holistic model for treatment planning. *Journal of Counseling & Development*, 78, 251–266.

## **Appendices**

### **Working on Womanhood (W.O.W.)**

#### **Student Satisfaction Survey**

The W.O.W. Student Satisfaction Survey is designed to measure an individual student's perceptions of the program after discharge. The survey is designed to assist program leaders in clarifying what the program is doing well and what areas require improvement. This survey is a valuable tool in ensuring the W.O.W. maintains its goal of providing quality care to the population it serves. The W.O.W. Student Satisfaction Survey will be administered to students upon discharge from the program. The students will be informed that their participation is voluntary and anonymous.

The W.O.W. Student Satisfaction Survey is an integral part of the evaluation plan for this program. The survey is but one tool that will be used to assess the program's viability as a community resource. Also, the survey will serve as a means to provide concrete feedback to the program regarding what the program is accomplishing and how the program is lacking.

Working on Womanhood (W.O.W.)  
Student Satisfaction Survey

Congratulations! You have successfully completed the Working on Womanhood (W.O.W.) Program. We applaud your efforts. It is our goal to provide the best client care possible. In order to do that we need your help. Please take a few moments to complete this brief survey about your participation in the program. Your feedback is valuable and will help us understand what we are doing well and what we need to improve. Your participation is voluntary and anonymous.

**Directions:** Read each statement carefully & circle the best response that reflects your feelings.

1. I learned new skills during my participation at the W.O.W. Program.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

2. I participated in creating my treatment plan.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

3. I understood what was expected of me during my participation at the W.O.W. Program.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

4. I felt comfortable asking questions about my treatment.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

5. The W.O.W. Program offered ways for me to talk about my problems.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

6. The W.O.W. Program offered opportunities for me to explore my career goals.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

7. The W.O.W. Program helped me improve my relationship with my family.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

8. The W.O.W. Program staff were helpful and responsive to my needs.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

9. I am a better person because of the W.O.W. Program.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

10. The W.O.W. Program was a valuable experience for me.

Strongly Agree      Agree      Nuetral      Disagree      Strongly Disagree

### Focus Group Interview Guide

The focus group interview for the evaluation will be conducted with members of the program's target population. Specifically, the program clinicians will seek out young women who meet the criteria for the program but are not enrolled to explore their clinical needs. These women may not be enrolled due to program capacity. These will be young women who have come through the juvenile court system. Parental permission will be obtained. Informed consent will be provided. The focus group will consist of no more than 5 young women. The focus group will meet twice a year. The focus group participants will be different for each meeting.

The focus group participants must come from the target population that the W.O.W. program seeks to serve. This is the most valuable way to assess what these young women need. What better way to understand what services and interventions are helpful than to go directly to the source? This focus group will inform the evaluator and assist in providing program administrators feedback and relevant information about what changes need to be made or what interventions need to be maintained.

### Working on Womanhood (W.O.W.) Tuscaloosa, Alabama Focus Group Interview Questions

Thank you for your willingness to participate in our focus group. Our goal at Working on Womanhood is to provide our community with a valuable program that enriches the lives of young woman. We need your help to properly meet your needs and provide you with the best program we possibly can. Your participation is voluntary and you may decline to participate at any time.

Describe any community programs you have participated in the past that you found helpful.

Describe your educational and career goals.

Describe extracurricular activities (i.e. creative writing) you would enjoy participating in if enrolled in the W.O.W. program.

What role do you believe your family must play in a treatment program like W.O.W.?

Describe what you feel you need right now to be successful.